Evaluation of the International Information and Networking Centre for Intangible Cultural Heritage in the Asia-Pacific Region (ICHCAP) UNESCO Category 2 Centre

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Executive summary

This executive summary contains a synopsis of the main results of the evaluation of the International Information and Networking Centre for Intangible Cultural Heritage in the Asia-Pacific Region (ICHCAP). The main objective of the evaluation was to assess ICHCAP's activities in relation to its objectives and functions, as set out in the Agreement between UNESCO and the Korean Government, and its contribution to the strategic objectives of UNESCO, as well as to the Integrated Comprehensive Strategy for category 2 institutes and centres.

This evaluation was commissioned by the UNESCO Culture Sector as a part of the renewal process of the Agreement (as established by the document 37 C/18). Findings included in this report will help UNESCO propose recommendations to the Executive Board and the Director-General on the suitability of renewing the Agreement.

According to the terms of reference, the evaluation focuses on three main aspects: (1) conformity with UNESCO's strategy; (2) the structure and efficiency of the Centre; and (3) the effectiveness of information and networking. The evaluation methodology has used mixed methods and innovative approaches in order to capture results and ensure that all the opinions of relevant stakeholders have been considered. The following techniques have been employed: desk study of relevant documents, provided by ICHCAP and the UNESCO Secretariat (Annex 6) and ICHCAP communication; semi-structured interviews (face-to-face or distance) with representatives of all stakeholders (the list of interviewees is provided in Annex 1); online survey to representatives of Member states associated to ICHCAP (Annex 3); and participatory observation during a 10 day field mission and notably during the Governing Board and the visit to the Centre. The desk study allowed formulating some hypotheses that have been validated through interviews and participatory observation.

The main criteria that guided the review were: conformity with the Agreement; UNESCO' objectives achievement; organisational efficiency; effectiveness of the networking action; effectiveness of the information action; effectiveness of the relationships with stakeholders.

Firstly, regarding the conformity with UNESCO strategy, ICHCAP has complied partially with the objectives and functions established under the Agreement and to the mandate of Category 2 Centres and, therefore, should better align with UNESCO Strategic objectives and specific indicators and objectives of C2Cs as defined by C/5 and to the 2003 Convention and related Operational Directives. Indeed, the ICHCAP action is effective in enhancing the visibility of the Convention in the Asia and Pacific Region; in disseminating information related to ICH in the Region mainly through publications and in building a network of cooperation that today involves several experts. Yet, the Centre should improve its action in some key areas of its mandate, mainly in building an information system respectful of the principles of the 2003 Convention, able to enhance the visibility of the Convention, to disseminate information related to ICH in the Asia-Pacific Region and to involve practitioners and bearers in such tasks, as well as in reinforcing the networks of cooperation in all sub-regions, in

particular with NGOs and communities. If some progress has been recorded during the last few months in this regard, in particular with the arrival of a new Director, it is recommended to amend the Agreement to clarify the missions of ICHCAP and to modify Article 7 accordingly.

Secondly, regarding the structure and efficiency of the Centre, management structure of ICHCAP is composed by a Governing Board and an Executive Committee, assisted by the Secretariat of the Centre. The Governing board meets once a year and approves work plans and long-term and mid-term programme. The review revealed weaknesses in the composition of the Governing Board, such as the representativeness of some stakeholders (e.g. Korean National Commission for UNESCO, Member states and NGOs) and potential conflicts of interest.

Staff members of the Centre have a wide-range background related to the cultural heritage and they are really dedicated. However, they often lack specific knowledge related to the 2003 Convention and UNESCO's strategic objectives. Considering this, staff training is strongly encouraged.

The evaluation has also identified some weaknesses in the internal organisation of ICHCAP such as the segmented and dispersive structure and the lack of planning capacities. Consequently, this report proposes actions of reorganisation, like reducing the five sections in which staff is distributed to only two (information and networking). It is also strongly recommended to add an Advisory Committee including NGOs representatives, a representative of each sub-region and experts that will provide advice on the information and networking mission of ICHCAP. These actions would help ICHCAP define and follow a clear strategy consistent with UNESCO strategic objectives.

Communication between ICHCAP and UNESCO could be improved, even if recently promising progress has been made, especially after the arrival of the new director. It is recommended to have a more regular, bilateral, transparent communication; the representative of the Director-General at the governing body of the Centre should be the first entry point, before UNESCO field office colleagues or national counterpart. In particular, regarding communication with the UNESCO field offices, the action of ICHCAP is generally appreciated, yet it has emerged that these actions are generally project-based and should be more strategic.

Thirdly, regarding the effectiveness of information and networking, the evaluation revealed that stakeholders generally appreciate the action of ICHCAP and that, during the last six years, ICHCAP has built important collaborations with several countries of the Asia and Pacific Region. However, as ICHCAP management has also recognized it, this action should be more balanced by covering all the five sub-regions. In this regard, it is important to highlight that, even if ICHCAP is strongly supported by the Korean government, resources are not sufficient to organise activities covering the entire Asia and Pacific Region.

In conclusion, the evaluation has identified key strengths of ICHCAP, such as the strong support of the Korean government, the dedication and professionalism of the staff and the successful impact of several activities in the Asia and Pacific Region. Nevertheless, the Centre should address a number of challenges in order to better align its action to UNESCO strategic objectives and 2003 Convention. For

instance, measures should be taken to improve bilateral communication and coordination between ICHCAP and UNESCO and between ICHCAP and the other regional Category 2 Centres. Recently, some important efforts have been undertaken in this direction. Moreover, ICHCAP suffers of some issues common to other Category 2 centres because it is fully financed by the Cultural Heritage Administration (CHA) of the Republic of Korea, so it is accountable to the rules defined for Korean administrations, but the Centre's action is under the supervision of UNESCO and it has to contribute to UNESCO objectives and expected results.

The evaluation concludes that, considering its short life, ICHCAP has become an important point of reference in the Asian-Pacific Region for information and networking and most of Member States are satisfied with the activities of ICHCAP. Therefore, this evaluation recommends the renewal of the Agreement between UNESCO and the Government of the Republic of Korea. However, the evaluation also recommends that, if the Agreement is renewed, the missions of ICHCAP should be clarified, some ICHCAP practices should change and the Agreement amended accordingly.

1 Introduction: purpose, context and scope

Category 2 Centres under the Auspices of UNESCO have been created to facilitate and support the action of UNESCO. They are established by Member States to contribute to the achievement of UNESCO's objectives at regional or international level. They are expected to contribute directly to achieving the Strategic Programme Objectives or programme priorities and themes of the Organization. Among these Centres, in 2010 the International Information and Networking Centre for Intangible Cultural Heritage in the Asia-Pacific Region (ICHCAP) has been established by the Republic of Korea based on the Resolution 51 of the 35th session of the General Conference. The following 17 countries have expressed interest to work with the Centre: Brunei Darussalam, China, Fiji, Indonesia, Japan, Kazakhstan, Malaysia, Nepal, Palau, Papua New Guinea, Philippines, Republic of Korea, Sri Lanka, Tajikistan, Tonga, Uzbekistan, Vietnam.

The Centre was officially inaugurated in November 2011, when the first Governing Board took place. The first Director of the Centre, Samuel Lee, was appointed in January 2012. At the beginning, the Centre was located in the National Research Institute of Cultural Heritage of Daejeon. In May 2014, the Centre was relocated in Jeonju, Jeollabuk Province. The current director, mr. Kwon HUH, started his mandate on April 2015.

According to the Article 7 of the "Agreement regarding the establishment in the Republic of Korea of an International Information and Networking Centre for Intangible Cultural Heritage in the Asia-Pacific Region under the auspices of UNESCO" (25 Jun 2010):

1. The Centre shall specialize in information and networking and its objectives shall be to:
(a) Promote the UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage and contribute to its implementation in the Asia-Pacific region;
(b) Increase the participation of communities, groups and individuals safeguarding ICH, and raise awareness of and ensure respect for ICH in the Asia-Pacific region;
(c) Enhance the capacity for safeguarding ICH in the Asia-Pacific region through coordination and dissemination of information;
(d) Foster regional and international cooperation for the safeguarding of ICH.

2. In order to achieve the above objectives, the specific functions of the Centre will be to:
(a) Establish an information system to ensure effective management of ICH data through the construction of a database, support identification and documentation of ICH, conserve and digitize archival materials and support the development of meta data standards;
(b) Make use of the accumulated information and data on ICH for the purpose of dissemination, produce and publish informational and promotional materials, and promote the protection of intellectual property rights of ICH practitioners and creators who are included in documentation and informational materials;

(c) Build networks among concerned communities, groups and individuals to reinforce transmission and dissemination of ICH, organize public events and meetings at the regional and international level;

(d) Strengthen international and regional networks to exchange information and knowledge concerning the safeguarding of ICH, particularly among ICH centres and institutes including those established under the auspices of UNESCO (category 2), as well as among individual ICH specialists.

3. The Centre's activities and programmes shall be carried out in conformity with the 2003 Convention and, in particular, its purposes and objectives and definitions (Articles 1 and 2).

1.1 Scope and objectives of the evaluation

According to the document 37 C/18 Part I and its annex, established by the 37th Session of the General Conference, Category 2 Centres such as ICHCAP can be renewed according to specific guidelines. After maximum 6 years, the Director-General, with the approval of the Executive Board, can renew the centre based on the results of an evaluation of the activities of the centre and of its contribution to the strategic programme objectives of the Organization and the Integrated Comprehensive Strategy for category 2 institutes and centres.

Consequently, following the parameters set in the terms of references (Annex 7), this evaluation will provide all the elements and recommendations for supporting the Director-General and the Executive Board in the decision of renewing or not the agreement between UNESCO and the Government of the Republic of Korea for the ICHCAP.

In order to provide UNESCO with all the necessary elements for the renewal decision, three main aspects have been evaluated:

(1) THE CONFORMITY TO THE UNESCO' STRATEGY
The **relevance of the Centre's programmes and activities to achieving UNESCO's strategic programme objectives** and sectoral or intersectoral programme priorities and themes, as defined in the Organization's Medium-Term Strategy (C/4), and to attaining programme results at the Main Lines of Action (MLA) level, as defined in the Organization's Approved Programme and Budget (C/5); The **quality of coordination and interaction with UNESCO**, both at Headquarters and in the field, with regard to planning and implementation of programmes; **The conformity with the integrated comprehensive strategy for category 2 institutes and centres**, as approved in 37 C/Resolution 93, as well as the relationships with other thematically-related category 2 institutes or centres, with regard to planning and implementation of programmes.

(2) THE STRUCTURE AND EFFICIENCY OF THE CENTRE
The **nature and quality of organizational arrangements**, including management, governance and accountability mechanisms; the **human and financial resource** base and the quality of mechanisms and capacities, as well as context-specific opportunities and risks for ensuring sustainable

institutional capacity and viability; the process of mobilizing extrabudgetary resources and to what extent such extrabudgetary funding is aligned to the strategic programme objectives of UNESCO.

(3) THE EFFECTIVENESS OF INFORMATION AND NETWORKING MISSIONS
The **effectiveness of** the Centre's programmes and activities to achieving its objectives, as defined in the Agreement, notably its **information and networking missions**; whether the activities effectively pursued by the Centre are **in conformity with its functions as specified in the Agreement** signed between UNESCO and the Government of the Republic of Korea; The **quality of relations with different stakeholders** such as the Government of the Republic of Korea (notably the Cultural Heritage Administration), the Korean National Commission for UNESCO, the ICHCAP Member States (including its focal points, government agencies and UNESCO National Commissions) and with public or private partners (NGOs and community representatives).

2   Methodology

The evaluation has built a participatory process with the involvement of all relevant stakeholders. The evaluation methodology has used mixed methods and innovative approaches in order to capture results and to ensure that all the opinions of relevant stakeholders have been considered.

The following techniques have been employed:
• **Desk study** of: (1) relevant documents, provided by the ICHCAP and UNESCO Secretariat (Annex 6); (2) the ICHCAP communication through the website and ICHCAP Courier; and other documents available on the web.

• **Semi-structured interviews** (face-to-face or distance) with representatives of all stakeholders: staff members of Centre; HQ UNESCO staff; staff of UNESCO field offices; members of ICHCAP's governing bodies; members of communities and NGOs relevant to ICHCAP; and few experts. The complete list of interviewees is provided in Annex 1. A specific questionnaire has been built for each category of stakeholders. All questionnaires are available in Annex 2.

• **Online survey** to representatives of Member states associated to ICHCAP. The survey is available in Annex 3. The evaluation team has received 13 answers out of 39 questionnaires sent.

• **Participatory observation** during 10 days of field mission (see the agenda of the mission in Annex 4). During the mission, the evaluation team has visited the Centre and assisted to the Governing Board Meeting.

The evaluation process has been organized in four main steps: preparation and inception, data collection and analysis, analysis and synthesis, dissemination and follow up.

Given the nature and objectives of the evaluation, there were two main constraints. Firstly, feedback from the Korean Government was limited for time and language issues. Secondly, the evaluation team lacked of evidence and quantitative sources concerning the involvement of community representatives and the effectiveness of the action of ICHCAP in this area. The evaluation team has tried to overcome such challenge by triangulating information from various sources.

2.1 Evaluation criteria

The evaluation team focused on the following evaluation criteria:

- **Conformity with the Agreement:**
  Has the organisation accomplished the revised Integrated Comprehensive Strategy for institutes and centres under the Auspices of UNESCO, as contained in document 37 C/18 Part I and its annex, approved by the 37th Session of the General Conference (37 C/Resolution 93)? Has the organisation accomplished what has been established in the agreement with UNESCO?
- **UNESCO' objectives achievement**:
  Has the organisation significantly contributed to priority areas in UNESCO's fields of competence as defined by the Main Lines of Action (MLA) level of the UNESCO programme and budget (C/5)?
- **Organisational efficiency:**
  Has the centre made a good use of its financial and human resources to optimize the technical, financial and management organisation? Has the centre efficiently implemented processes of mobilizing extrabudgetary resources?
- **Effectiveness of the networking action**:
  Is the action of the ICHCAP and the Convention satisfactorily acknowledged at local, regional and global level in the all Asia-Pacific Region? Are NGOs, members of communities and experts related to ICH in concerned member states adequately involved in the actions of the Centre?
- **Effectiveness of the information action:**
  Has the organisation built an efficient information system able to disseminate information related to the Convention and ICH practices? Is this mission coherent with the interpretation of the Convention? Are available tools sufficiently exploited for maximising knowledge exchange and participation?
- **Effectiveness of the relationships with stakeholders:**
  Has the organisation built a consolidated network with the host government, with the 16 member states involved in the action of the centre, with other category 2 institutes and centres and with the Secretariat of UNESCO?

3 Findings

Findings are organised according to three main aspects that have been evaluated: (1) the conformity to the UNESCO' strategy; (2) the structure and efficiency of the organisation and (3) the effectiveness of information and networking missions.

3.1 The conformity to the UNESCO' strategy

In this section we will focus on the relevance of the Centre's programmes and activities to achieving UNESCO's strategic programme objectives and programme priorities and themes in the field of intangible cultural heritage. Firstly, we analyse the conformity with the Organization's Approved Programme and Budget (C/5). Secondly, we look at the general conformity with the Integrated Comprehensive Strategy for Category 2 Institutes and Centres under the auspices of UNESCO (Document 37 C/Resolution 93) and with the "Agreement regarding the establishment in the Republic of Korea of an International Information and Networking Centre for Intangible Cultural Heritage in the Asia-Pacific Region under the auspices of UNESCO" (below the Agreement), signed by the Government of the Republic of Korea and the UNESCO in 2010. Thirdly, we analyse the interactions and communication between ICHCAP and UNESCO.

As a preliminary remark, it is important to note that ICHCAP suffers of some issues common to other Category 2 centres. On the one hand, it is fully financed by the Cultural Heritage Administration (CHA) of the Republic of Korea, so it is constantly under the supervision of this administration and accountable to the rules defined for Korean administrations, although having, as clearly stated in the Agreement between UNESCO and the Republic of Korea, a functional autonomy from this administration. On the other hand, ICHCAP has to contribute to UNESCO objectives and expected results, be conformed to UNESCO documents and is necessarily supervised also by UNESCO. During the evaluation, we noticed that these two actors can have different expectations from ICHCAP and can provide contradictory indications. In such cases, ICHCAP is in a very difficult position and generally tends to meet the expectations of Korean CHA that funds entirely this Centre. This situation could have caused some misunderstanding with UNESCO.

Based on the desk review of key material, ICHCAP documentation refers exclusively to the Agreement. There is no direct reference to C/5 Programme and Budget, even if it mentions in multiple points the missions of Category 2 Centres (C2C) and the necessity of building a strategic cooperation between the UNESCO and these Centres. ICHCAP is advised to make greater reference to UNESCO C/5 in future documents. In particular, it has been recalled to ICHCAP the necessity to accomplish the mission of C2C, notably to have a regional focus, without overlapping and duplicating

the action of UNESCO. For instance, ICHCAP in 2014 has disseminated to Member States the questionnaire "Field survey questionnaire 2014. Intangible Cultural Heritage Safeguarding Efforts in the Asia-Pacific Region" in order to collect information about the legal framework and the inventory initiatives of each country. However, such type of initiatives are already undertaken by UNESCO in the framework of the mandatory periodic reports by States Parties on the implementation of the Convention at the national level. ICHCAP should consider the concerns of overlapping with UNESCO projects and should strength complementary relations with UNESCO.

Secondly, ICHCAP documents, mainly work plans, are formulated to be fully aligned to the Agreement. The terms of the Agreement are often cited. Yet, the Agreement is generic on some points and implies the general Strategy of the Categories 2 Centres, the 2003 Convention and the related Operational Directives without directly recalling these texts. As a consequence, even if ICHCAP's written documents mention the Agreement, the action of Centre often is not aligned to these three essential documents, in particular with reference to information and networking mission. Indeed, the evaluation process revealed that the majority of staff members are not sufficiently familiar with the content of these documents.

In particular, regarding the conformity to the integrated comprehensive strategy for Category 2 institutes and centres, it has to be noticed that ICHCAP has faced several difficulties to reach the level of autonomy that it should have according to the Agreement between UNESCO and the Republic of Korea. On the one hand, it seems to be subject to political pressures by different stakeholders. Moreover, in the Asia and Pacific Region, there are other two C2C that work on ICH, the Japanese IRCI and the Chinese CRIHAP. These three Centres have different mandates (research for IRCI, capacity building for CRIHAP and information and networking for ICHCAP) but, during these six years, overlaps and tensions have emerged between these three actors since all centres may also be influenced by their funding sources in order to set their agenda and carry out actions out of their specific mission. In these occasions, UNESCO had to intervene in order to facilitate the dialogue and clarify the missions of the 3 Centres. Indeed, when interviewed, the representatives of the three Category 2 centres were fully aware of these overlaps, they considered them unavoidable, and they proposed an increasing collaboration as the most suitable solution.

Thirdly, the coordination and interaction with UNESCO, especially with reference to the planning and implementation of programmes, can be improved. Sometimes ICHCAP lacked of transparency, for example concerning inventory making or nomination building initiatives and UNESCO became aware of some projects carried out by the Centre, such as the inventory of Mongolia, indirectly by the printed newsletter distributed quarterly by the Centre. In other cases, ICHCAP's action was not respectful of the 2003 Convention and, consequently, revealed a partial comprehension of this

document.[1] As clearly state in the Chapter III of the Operational Directives for the implementation of the Convention for the Safeguarding of the Intangible Heritage (2014), only State Parties are in charge of drawing up inventories and preparing nomination files. This kind of task cannot be undertaken by ICHCAP. UNESCO HQ seems not have sufficient time to provide a day-by-day assistance to ICHCAP in the interpretation of the Convention. Therefore, ICHCAP staff members need to be trained to fill these gaps of knowledge and to be autonomous in the correct interpretation of UNESCO official documents.

Regarding communication with the UNESCO field offices, it is generally project-based and related workshops/events organizations. In countries where ICHCAP has already implemented some activities (such as Indonesia, Philippines, Fiji islands and in Central Asian Countries like Kyrgyzstan), ICHCAP action is fully appreciated and even where interactions were less intense, field offices do recognize ICHCAP role. In other countries, UNESCO field offices did not have any relevant collaboration with ICHCAP (e.g. Nepal).

Regarding Korean National Commission for UNESCO, there were some interactions during the last five years, yet there was no co-organised activity[2]. In general, the Commission is informed about the activities of ICHCAP only during the Governing Board, where participates as a board member. During interviews, it has emerged that the National Commission considers ICHCAP as an important interlocutor, a collaborator and is willing to improve interactions and initiate some joint projects.

As a conclusion, relations between UNESCO and ICHCAP are surely complex and need important improvements. In particular, ICHCAP should find ways to better show its understanding of the 2003 Convention, C2C mission and UNESCO Strategic objectives. On the other hand, it is equally important that the Government of Korea builds the conditions to guarantee to ICHCAP the level of autonomy that a C2C should have.

The evaluators have noticed that in the last months ICHCAP has made important efforts. According to several stakeholders, the meeting of Category 2 centres in the field of intangible cultural heritage that took place in China (Guiyangthat) on the 6-8 July 2015 represents a strong progress. During that meeting, the Chief of the UNESCO Intangible Cultural Heritage Section, Cécile Duvelle, agreed with the new Director of the Centre, Kwon Huh, on the clarification of the missions of ICHCAP according to the 2003 Convention and UNESCO Strategic Objectives. In an email exchange in July 2015, the Director summarized the main points of this agreement. Duvelle recognized the progress made by the Centre[3]. Also interviews with staff members confirmed such improvements. Staff members have generally understood the reasons of the misunderstanding in recent years.

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[1] See for example the very recent competition open on the ICHCAP website to obtain more visibility on the website (http://www.ichcap.org/eng/event/event_main.php). Yet, the way intangible heritage is presented in this competition is not respectful of the 2003 Convention and of the Operation Directive (notably Chapter III).

[2] Note that National Commission is not part of UNESCO but of the Korean authorities.

[3] With the exception of the contribution of ICHCAP to training that would still need some clarifications in order to avoid an overlapping with the Chinese centre (CRIHAP).

3.2 The structure and efficiency of the Centre

In this section, we will focus on the **organisational structure and efficiency** of the Centre. Firstly, we will analyse human and financial resources, secondly the oversight structure and finally the organisation of activities in work plans and long-term and mid-term programmes.

Regarding human and financial resources available to the Centre, all interviewees agree on the fact that the ICHCAP has a lot of resources and very dedicated and professional staff. Staff members have wide-ranging background related cultural heritage (although only one in anthropology), but very few of them being fully specialized in the specific mechanisms of the 2003 Convention.
For the constitution of the Centre and its first year of life, a budget of US$ 500.000 and a staff of nine people including the director have been allocated. Such staff and budget has been growing year by year.
Currently, the team of the Centre is composed by 26 people and organised in the five sections: [4] Information & Research; Cooperation & Research; IT Management (previously called Information & Management Task Force); Knowledge & Publication; Planning & Management (see Annex 5). Moreover, the Centre can count on a permanent Deputy-Director and a fixed-term Director. Both come from the Korean National Commission for UNESCO, so their competences clearly overlapping.
Based on interviews and participatory observation, we could identify fours weaknesses of this organisation. First, it seems too segmented and dispersive (only few people for each section). Second, there is confusion between core functions (information and networking) and support functions (administration and communication). Third, nobody in the staff seems to own real planning competences necessary to define a unique and coherent strategy to outline long-term and mid-term programmes, to evaluate their effectiveness and identify corrective measures if necessary. Fourth, Director and Deputy-Director have very similar functions which seem to overlap. The evaluation team considers that these weaknesses can explain the difficulty of the Centre in defining long-term strategy and annual work plans.

The ordinary budget is provided exclusively by the Korean Cultural Heritage Administration (CHA). There is no other financier or donor. In 2014, the scale of the Centre's regular budget was around KRW 2.5 billion (US$ 2 million). The CHA considers that this budget is sufficient to accomplish missions assigned to ICHCAP.
Budget should be determined through the deliberation and resolution of the governing board meeting, based on prior consultation with UNESCO and the Korean Government. Yet, the budget is determined at the beginning of each year, after the governing board meeting. The extra budget is irregular in scale and allocated during the year. Extrabudgetary resources are mainly constituted by the Official Development Assistance (ODA), provided by CHA, used to support Member States in building information-based capacity (Bhutan, Laos, Myanmar, and Tajikistan).

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[4] In 2012, they were 17.

Budget Breakdown by Year					[Unit: KRW million]
Classification	Aggregate	2014	2013	2012	2011
1. Regular budget (a + b)	8,409	2,517	2,179	2,113	1,600
a. Personnel & operating costs	5,438	1,596	1,441	1,361	1,040
b. Program costs	2,971	921	738	752	560
2. Extra budget	703	138	272	207	86
Total budget (1 + 2)	9,112	2,655	2,451	2,320	1,686

Table 1. Budget breakdown by year. Extracted by the Annual Report (2011-2014)

According to the Audit reports approved during the Governing Board meetings, ICHCAP has no financial problems and financial management, carried out according to Korean accountability laws, was correct during the five years of life of the Centre.

In general, stakeholders emphasized the efficiency of ICHCAP team. However, two weaknesses have been mentioned about the team: firstly, staff members are only Korean, while, given its regional coverage, the Centre should include staff from other countries. Secondly, even if staff members work hard, their lack of knowledge – at least for a part of them – of the 2003 Convention seems to generate relevant misunderstandings in their activities.

Regarding the oversight structure, ICHCAP is an autonomous structure managed by two entities, a Governing Board and an Executive Committee, assisted by the Secretariat of the Centre. A representative of the Director-General of UNESCO is member of the Governing Board (the composition of these bodies is detailed in Annex 5). The Governing Board meets once a year in autumn (28 November 2011, 4 October 2012, 30 September 2013, 4 November 2014, 27 October 2015 where an evaluator has participated as an observer) and one of its main goals is to approve the work plans of the Centre. In order to ensure the continuity of activities of the Centre between sessions, the Governing Board may delegate a standing Executive Committee.

Based on the interviews, several weaknesses have emerged concerning this management structure: (1) NGOs and community representatives are not represented at all, even if they constitute the main beneficiaries of the action of ICHCAP; (2) what is approved during the Governing Board is not fully followed by ICHCAP, mainly referring to work plans. The Governing Board is the only responsible for the approval of the activity programme of ICHCAP. Changes of work plans during the year should be very limited (only if strongly necessary) and need to be approved by the executive committee or by the governing board that can be contacted by email for approval. In no case, ICHCAP can add or change activities along the year without the approval of the Governing Board; (3) the timing of GB meetings (autumn of the previous year) does not fit with the timing of budget allocation (beginning

of the next year). Therefore, work plans are changed without GB approval or with distance approval by email. In order to avoid this issue, next year Governing Board meeting will be postponed to January; (4) seats for member states in the Governing Board seem to be insufficient to represent all the five sub-regions concerned by ICHCAP action; (5) Several interviews mentioned the fact there is no continuity in the GB because members are often replaced by proxy; (6) Korean National Commission is not a permanent member of GB; (7) finally, a very important issue that has been raised is that there are concerns of conflicts of interest in the GB because some organisations to which GB members belong have received or expect to receive funding by ICHCAP. Consequently, according to some interviewees, they might not be free to express themselves in the GB or their viewpoint can be influenced by the fact they are receiving funds.

Regarding Work Plans, they are submitted and approved by the Governing Board in autumn of each year. Based on the desk study and the interviews, findings about the Work Plans (WP) can be summarized as follow:

1) The timing of definition and approval of the WP is really problematic. Firstly, according to the point B.3.4 of the 37 C/Resolution 93, "Promoting a process of mutual consultation, category 2 entities shall be invited to share their work plans and other relevant material with UNESCO's programme sectors". However, in 2011, 2012, 2013 and 2015 ICHCAP submitted WP to UNESCO with a delay without time for negotiations on the content (See Annex 7 for a summary of dates of submission). Secondly, every year the actual budget allocated to ICHCAP by the CHA is higher than the one defined in the WP, which means that important changes to the work plan are made along the year without the official approval of the Governing Board and UNESCO or with just the approval by email of the GB. In addition, in the past, ICHCAP has used the extra budget to fund project that would not be approved by UNESCO in the WP such as the inventory making. UNESCO has imposed to ICHCAP to stop these practices.

2) WPs are too summarized and they do not contain enough information to evaluate their feasibility and their conformity with UNESCO strategic objectives. Moreover, they do not include sufficient indicators and benchmark in order to evaluate their accomplishment at the end of the year. ICHCAP is advised to strengthen links with results-based management concerning indicators and benchmarks set forth in the annual project plans. In the last two WPs, ICHCAP has made notable improvements by providing more details and including indicators, yet WPs do not include a unique and coherent strategy and are not related to a long-term and mid-term programme.

3) WP and budget are organised more according to the administrative and financial structure of ICHCAP than to the strategic objectives that the Centre should aim to achieve. Indeed, generally WP are organised in four parts that correspond to the sections in which staff members are organised.

4) Most activities described in WP are included every year with slight differences. See for example the point "1. Building ICH Information System in the Asia-Pacific Region" include almost every year the same activities: "1.1 Collecting and Archiving ICH Information in the Asia-Pacific Region; 1.2 Supporting ICH Information System Establishment in Central Asia; 1.3 Producing an ICH Video Documentation", without specifying which are the focus countries each year. The continuity in the

activities of the Centre is surely a strong point but WPs do not capture the effective development of such activities and the progress from year to year.

Based on participatory observation and interviews, the evaluation team believes that such weaknesses are generated by two important facts. First, as already mentioned, ICHCAP's management staff is really committed and guarantees the political management, but scientific and planning competences should be strengthen to define and implement a real strategy. Second, it is important to have a closer lock to the decision workflows. All decisions, WP included, are made inside of each section. Then, during weekly working meetings, directors approve the activities of each section. It means that there is no real synergy between sections and consequently in planning and budget allocation their activities remain separated. Having said that, evaluators also recognize the improvements that ICHCAP has done in the management of WP along these years.

Regarding long-term and mid-term programmes, they were submitted and approved by the first Governing Board but sent to UNESCO only 3 days before the meeting and in a partial way. Therefore, such programmes were approved by GB without a previous mutual consultation with UNESCO. Moreover, they have never been updated during these years in line with UNESCO's Medium-Term Strategy for 2014-2021 (document 37 C/4). In addition, these documents reveal misunderstandings between UNESCO and ICHCAP and therefore they need absolutely urgent revisions.

Finally, the evaluation team would like to draw attention to the consequences of the recent change of location of ICHCAP offices to Jeonju. This decision taken by CHA is related to the general policy of decentralisation of the Korean Government. Jeonju is 3 hours and a half by bus from the Seoul airport and about 3 hours by car from Seoul city. Due to this change of location, several staff members left the Centre and replacing them with new skilled staff has been very challenging. Moreover, several stakeholders noticed that the networking action of ICHCAP is less effective in this location.

3.3   The effectiveness of information and networking missions

In this section, we will focus on the **efectiveness** of the Centre's programmes and activities to achieving its objectives and the **conformity of such programmes and activities with the agreement** established with UNESCO and what defined by the short-term and long-term Programmes and yearly work plans of the Centre. Since its establishment, the Centre has been conducting various activities to facilitate bilateral or multilateral cooperation for intangible cultural heritage safeguarding among numerous partners in the Asia-Pacific, with an emphasis on information and networking. First, we will focus on the information mission, then on the networking.

Regarding **information**, the Agreement specifies the following functions of the Centre:

(a) Establish an information system to ensure effective management of ICH data through the construction of a database, support identification and documentation of ICH, conserve and digitize archival materials and support the development of meta data standards;

(b) Make use of the accumulated information and data on ICH for the purpose of dissemination, produce and publish informational and promotional materials, and promote the protection of intellectual property rights of ICH practitioners and creators who are included in documentation and informational materials.

The evaluation has noticed some important differences in the interpretation of these functions between stakeholders. The viewpoint of ICHCAP is clearly presented in the Annual Report (2011-2014) that summarizes the information function as follows:

"Regarding building foundation for intangible cultural heritage information in the Asia-Pacific region, the Centre cooperates with Asia-Pacific Member States and UNESCO regional offices to conduct programs such as the collection, analysis, and management of intangible cultural heritage information. To this end, the Centre is also advancing programs such as collecting information on the current status of intangible cultural heritage safeguarding from each Asia-Pacific state, restoring and digitizing ICH-related superannuated analogue data, supporting dormant data restoration across the Pacific, and establishing a database system for safeguarding intangible cultural heritage in the Asia-Pacific region." For details about activities see the Annual report (2011-2014).

INFORMATION FUNCTION
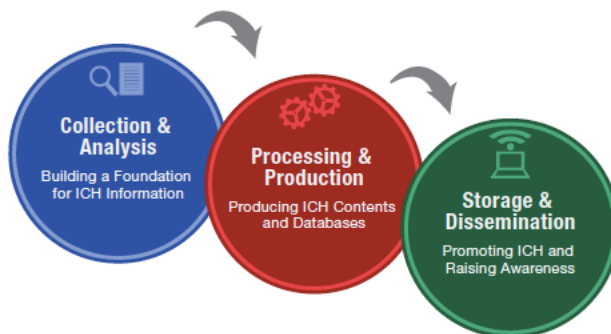
ICHCAP has today a Database that includes 5,286 entries: 104 Texts, 1,342 Pictures, 1,107 Organizations, 2,176 Persons and 557 Publications. This database is currently partially available to the public through the e-Knowledge Centre, that is a growing section of the ICHCAP website that contains documents related to ICHCAP activities in different languages, mainly in English (Specific information about this project is provided in Annex 8). However, there was no clear communication with UNESCO concerning this database and its use. This lack of communication has caused several misunderstanding between UNESCO and ICHCAP.

Moreover, as a part of "Facilitating ICH Inventory Making and Using Online Tools for ICH Safeguarding in the Central Asian Region (Kazakhstan, Kyrgyzstan, Tajikistan, and Uzbekistan)" project, ICHCAP has developed the websites of four countries including the ICH inventory. According to UNESCO, this project has been carried out in contradiction with the spirit of the 2003 Convention,

with a top-down expert approach (involving university experts) versus community-based participation (involving ICH bearers). Thus, UNESCO officially asked ICHCAP to stop the project (see Annex 9 about Central Asia-ICHCAP Cooperative Project). Based on interviews, the evaluation team can state that ICHCAP staff members have understood the remarks of UNESCO and have shown the intention to modify this project accordingly by helping state members enhancing the visibility of their national inventories. Considering the shortness of this evaluation, it was not possible to participate in field activities of ICHCAP and verify such intentions.

Similarly, in the interpretation of UNESCO, the information mission does not include a phase of production of information for building ICH inventories. As said, official documents establish that only communities can build inventories about their practices and ICHCAP should limit its action to workshops to provide technical solutions and disseminate best practices. Also on this point, ICHCAP staff members seem to have understood the criticism and they have changed their activities accordingly.

Such discrepancy in the interpretation of the information mission seems to be due to two main reasons. First, ICHCAP staff has a limited understanding of some parts of the Convention and this might be due to the fact that very few members have a background in anthropology and in intangible cultural heritage. Second, member states are often very weak on data management and, so, ICHCAP might have taken 'too much initiative' in order to satisfy the needs of member states. Therefore, the evaluation team considers that, even if State Parties are generally happy with ICHCAP action in their countries and with funding received, it is not clear if Operational Directives are completely attended, notably in the ways of raising awareness on ICH and involving bearers and practitioners. For such reason, the evaluators recommend to recall some rules defined in the Operational Directives inside the Agreement.

In sum, the Centre has made strong efforts in order to accomplish its information mission. Yet, even if states members representatives[5] recognize the good capacity of the Centre in managing and disseminating information, mainly through the quarterly Courier and other publications, it has to be noticed that the actions of ICHCAP are not always respectful of the mandate of the Category 2 Centres and of what is established by the 2003 Convention.

One of the most controversial points is the definition of "information System", that is included in the Agreement. ICHCAP interpreted this mission by building an IT database, by collecting data, and digitizing and organizing them. Whereas, according to the interpretation of interviewees at UNESCO, the "information System" should be the collection of information for dissemination purposes, without creating data. ICHCAP should gather all news concerning ICH in the Asian-Pacific Region and disseminate them through an electronic newsletter or other means. In other words, the action of information should focus more on dissemination and less on production of information. By the way, ICHCAP has recently launched a project of e-newsletter as requested by UNESCO.

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[5] Mainly experts, but in few cases UNESCO field offices representatives.

Besides discrepancies on the interpretation of information mission, during the meeting of July 2015, the chief of the UNESCO Section and the Director of the Centre agreed on a common definition of the information mission:

"-The work of establishing a huge archiving system with collecting vast information is not necessarily an ICHCAP mandate. ICHCAP is encouraged to function as a mediator or catalyst to cooperate and support Member States within reasonable scopes in fulfilling functions that are illustrated in the agreement.

- ICHCAP is recommended to manage selected and useful information being focused on ICH safeguarding. Therefore, ICHCAP does not need to collect information like a library or archive. UNESCO has already established an archive system and receives information regularly from Member States."[6]

As a final remark, the evaluation team would like to underline the fact that, during interviews, most misunderstandings seem to have been clarified and the majority of staff members seem to have adopted a correct interpretation of the information mission in line with UNESCO request.

Regarding networking, the Agreement specifies the following functions:

(a) Build networks among concerned communities, groups and individuals to reinforce transmission and dissemination of ICH, organize public events and meetings at the regional and international level;

(b) Strengthen international and regional networks to exchange information and knowledge concerning the safeguarding of ICH, particularly among ICH centres and institutes including those established under the auspices of UNESCO (category 2), as well as among individual ICH specialists.

In order to accomplish these functions, ICHCAP organised several activities in the last few years that can be distinguished on the basis of the concerned stakeholders:

1) Cooperation with UNESCO and C2C. We have already described the difficulties related to these relations and the recent improvements. As regards C2C working on ICH (notably the in Japan and China), we can note again that their missions have clearly overlapped and this has generated some tensions in the previous years. Yet, in the last year, the collaboration has been reinforced and the competences of each Centre have been better defined. Moreover, these Centres agree on organising more events together.

2) Enhancing Asian-Pacific ICH network. ICHCAP organized several meetings and initiatives in order to disseminate information related to the Centre to the member states

According to the Annual report, the following activities have been carried out for fostering cooperation: Establishing and reinforcing sub-regional cooperation systems by holding four sub-regional (Central Asia, Pacific, Southeast Asia, and Northeast Asia) intangible cultural heritage cooperation conferences (ten events in total) and partially advancing collaborative projects; Central Asia: Facilitating ICH Inventory-Making by Using Online Tools for ICH Safeguarding in the Central

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[6] Email sent by ICHCAP Director to Cécile Duvelle on the July 17, 2015.

Asian Region (2011-2014); Pacific: Publication of Books on Traditional Knowledge and Wisdom across the Pacific. As already said, most of these activities are considered inappropriate by UNESCO because they do not respect the mandate of the Centre and the spirit of the 2003 Convention, in particular because of their top-down approach. In the last year, workshops have been organised in 5 sub-regions in order to facilitate the balanced distribution of activities. Until now, the South Asia region has been less touched by ICHCAP activities, yet this sub-region will be the focus of the next year networking activity.

Representatives of member states have identified several positive points: (1) they generally appreciate that ICHCAP organises meetings and publications that countries could not afford. Moreover, they generally appreciate that ICHCAP could pay for translators that facilitate the communication among people of different languages. (2) It has also been noted that the UNESCO logo that ICHCAP is authorized to use helps to build projects among countries facing some political tensions or problems of communication. (3) Finally, all interviewees noted that ICHCAP team is really dedicated and hardworking.

However, some important weaknesses emerged. ICHCAP action generally doesn't involve directly community members (except for Korea) but only member states representatives, experts and sometimes NGOs. Proper methods have to be implemented to reduce the involvement of experts and increase the involvement of NGOs and community representatives. Moreover, its action is not equally distributed in all countries and this seems to be due mainly to the infant stage of development of ICHCAP that exists only since few years.

3) Building networks with ICH experts. This surely is a strong point of ICHCAP activity. Along these years, ICHCAP organised several thematic meetings and workshops gathering experts all around the world. ICHCAP provided several reference letters on this point. These meetings nevertheless often gather the same experts already known by UNESCO. Sometimes it seems that ICHCAP is acting as a competitor of UNESCO and National commission instead of developing complementary activities and networks.

4) Building network with ICH NGOs and communities. Until now, this point obtained less attention by ICHCAP compared to others, even if it is a priority in the application of the 2003 Convention and in the specific mandate of ICHCAP. Activities with practitioners and NGOs are limited and mostly were implemented in the Republic of Korea. According to the few interviews with community representatives, they are really happy with the action of ICHCAP that helps them build relations with similar communities of other countries. In particular, in 2014, ICHCAP hosted the "ICH NGOs Conference: Towards Efficient Roles of NGOs for Safeguarding ICH in the Asia-Pacific Region". Several interviewees provided positive feedback on this meeting. Yet, it has to be noticed that also in this case, a lot of participants were experts instead of NGOs, and the participating NGOs were mostly part of the already UNESCO accredited NGOs.

One of the more important issues connected to the networking mission is related to the language diversity in the Region. ICHCAP activities are generally in English and Korean, while some publications

and meetings are in English and in the language/s of the member state involved. As said, the action of translation is really appreciated by member states and community representatives.

In conclusion, the point of view of UNESCO and ICHCAP was quite divergent on networking as for information during these five years. According to interviewees at UNESCO, such actions are not sufficient to build networks with communities and civil society interested in the safeguarding of ICH. Indeed, during the coordination meeting of C2C of July 2015 the Director of ICHCAP agreed on the fact that: "ICHCAP is requested to concentrate on developing a network program for ICH communities, NGOs, and civil societies in collaboration with Member States in the Asia-Pacific region, as highlighted on the 2003 Convention. In this regard, the ICH stakeholders' mapping project that ICHCAP is preparing will be appropriate and useful." Also on this point, the evaluation team noticed that during the last year ICHCAP made important improvements and, based on interviews and on the last work plan 2016, staff members consider the networking mission as the priority for next year.

4   Recommendations

As set in the Terms of References, this evaluation provides recommendations to be considered by ICHCAP. Recommendations are organized as follow:

(1) A general recommendation about the renewal of the Centre's status as a Category 2 centre;
(2) Recommendations to ICHCAP for improving the effectiveness of its activities, with particular attention to the consistency with UNESCO Agreement and 2003 Convention.
(3) Recommendations to UNESCO to improve effectiveness of its coordination and communication with the Centre.
(4) A proposal for possible amendments to the Agreement.

4.1   General recommendation on the renewal of the Agreement

Based on the evaluation's results, the action of ICHCAP is generally appreciated by stakeholders and the Centre was able to build a good network on ICH in the Asia and Pacific Region. Accordingly, it can be concluded that the ICHCAP complied partially with the objectives and functions established under the Agreement and to the mandate of Category 2 Centre. ICHCAP action was effective in:

- Enhancing the visibility of the Convention in the Asia and Pacific Region;
- Disseminating information related to ICH in the Region mainly through publications and the quarterly Courier[7];
- Building a network of cooperation that today involves experts at regional and international level.

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[7] The quarterly Courier will be soon modified by distinguishing more carefully between a scientific and a vulgarisation section.

However, the Centre should improve its work in some key areas of its mandate:

- Building an information system able to enhance the visibility of the Convention and to disseminate information related to ICH in all concerned member states and respectful of the principles of the Convention;
- Reinforcing, expanding and building new networks of cooperation in all sub-regions, particularly among NGOS, practitioner associations, and community organizations who are not yet fully active in the convention;
- Improving relationships with the other Category 2 Centres and UNESCO in order to contribute to UNESCO strategic objectives in a cooperative, effective and innovative manner;
- Improving its planning processes and mechanisms to have coherent and strategic actions.

Nevertheless, it has been noticed that ICHCAP has made notable progress during the last few months and its action seems today more aligned with the Agreement.

Moreover, stakeholders generally agree in highlighting the productivity of the Centre and the quality of staff members as shown by the several very good initiatives they have implemented throughout six years. During the field visit, the evaluation team could also identify a number of actions and changes undertaken by the Centre in order to improve the efficiency of the organisation and its capacity to contribute to UNESCO strategic objectives in accordance with suggestions of the UNESCO. This is especially trough after the arrival of the new Director. As an example, we can provide the recent declarations of the Director after the meeting in China and also the recent call for informers in order to prepare an e-newsletter.

In conclusion, based on the evaluation findings, ICHCAP has become an important point of reference in the Asian-Pacific Region for information and networking and a number of concerned stakeholders are satisfied with ICHCAP activities.

Therefore, this evaluation recommends the renewal of the Agreement between UNESCO and the Government of the Republic of Korea. However, the evaluation also recommends to change some ICHCAP practices and to amend the Agreement accordingly.

4.2 Recommendations to the Centre for improving the effectiveness of its operations

The evaluation of processes has identified various strengths of ICHCAP such as the dedication and of staff members, the support of Korean Government and the successful impact of several activities in the Asia and Pacific Region. Yet, as described in the findings, a number of challenges should be addressed by the Centre. In this paragraph, the evaluation team provide specific recommendations in order to help ICHCAP improve the effectiveness of its activities.

1. Relationship with UNESCO

1.a. Periodic reports. ICHCAP should submit to UNESCO regular reports on the progress of main activities and projects by email. These reports could simply be based on weekly staff meetings of ICHCAP, and be truly informative and transparent.

1.b. Staff exchange. ICHCAP staff members should have the opportunity to spend significant periods of six months to one year in UNESCO field offices in Asia and Pacific Region, or in the UNESCO Headquarters. This would surely help them have a more comprehensive understanding of the 2003 Convention and of the mission of ICHCAP. As defined in the agreement of C2C, all staff shall remain on the payroll of their respective parent organization for the duration of such exchanges. Moreover, ICHCAP should ask to have a specific training on ICH provided by an expert indicated by UNESCO Culture sector.

1.c. Delay of submission of GB documents to UNESCO and to CHA. Considering that documents have to be submitted to Governing Board members 15 days before the meeting, this evaluation suggests that ICHCAP submit to UNESCO such documents 6 weeks before the meeting in order to receive a timely feedback on them (as it is established by the Agreement of C2C).

1.d. Interaction with Korean National Commission for UNESCO. ICHCAP should intensify interactions communication and joint activities with the National Commission. During interviews, National Commission representatives have declared to be willing to be more involved in ICHCAP activities.

2. Relationship with other regional Categories 2 Centres (CRIHAP and IRCI)

2.a. Coordination and sharing of practices. Category 2 Centres should work in a more coordinated way in cooperation with UNESCO. Besides the yearly meeting organized by UNESCO, It is recommended to convene another meeting during the year (on distance or in person) with C2C directors to share activities implemented and planned in order to avoid overlaps.

2.b. Joint activities. Considering that the missions of the three Centres can easily overlap, it is also strongly recommended to increase joint activities and, when the activity is not co-organised, promoting the participation of a representative from other C2C as an observer.

3. Internal organisation and management

3.a. Structural internal reorganisation. Based on the interviews and the participatory observation, the evaluation team strongly recommends reducing the number of ICHCAP sections. The current structure is very dispersive and generates activity overlapping and misunderstanding besides the already mentioned difficulties in defining a unique strategy. It is recommended, therefore, to divide staff in core functions and support functions. As regards to core functions, ICHCAP should be based on only two sections: information section (including the current "publication", "research and

information" and "IT management" section) and networking section that should be enriched with new human resources. As regards to support functions, the two core sections should be supported by: (1) an administrative and accountability unit (in charge of the administrative management and the financial accountability); (2) a communication manager in charge of the relation of ICHCAP with main stakeholders.

3.b. Improving the direction. Currently, Director and Deputy-Directory provide political supervision of ICHCAP activities, yet their function is clearly overlapping and, while the Director is a fixed-term position, the Deputy-Director has a permanent position. It is strongly recommended to make the Direction completely fixed-term (in order to avoid that the Deputy –Director could have a bigger and longer term influence than the Director) and to reinforce the role of the Director. Moreover, the management structure should be strengthened with planning competences (capacity of preparing long-term and mid-term programmes, identifying and applying indicators, identifying corrective measures).

3.c. Staff competencies. The evaluation process revealed an important lack of knowledge and comprehension of 2003 Convention and in general of Intangible Cultural Heritage. It is strongly recommended to take relevant measures in order to fill these gaps. ICHCAP should be able to count on staff members with not only good expertise in information and networking but, more important, who perfectly know features and mechanisms of the 2003 Convention.

4. Long-term and mid-term programmes and annual work plans

One of the biggest issues of ICHCAP during this first mandate was the incapacity of defining a real strategy based on long-term and mid-term programmes. This is probably due to the lack of a person in ICHCAP with such planning skills. Consequently, it is strongly recommended to hire a new executive/planning manager. He/She will act autonomously from the networking and information sections, under the supervision of the Deputy-Director. He/She will be in charge of: preparing the long-term and mid-term programmes (that will be approved by the Director) following a result-based management approach; preparing the annual work plan; redefining long-term and mid-term programmes every year with the necessary corrective measures. He/She will also identify and apply indicators to verify the effectiveness of the action of ICHCAP.

5. Governing board

Based on interviews, desk study of previous governing boards and the participation in 2015 governing board, the evaluation team suggests the following improvements:

- National commission should be a permanent member of the Governing Board;

- GB Meetings should be scheduled at the beginning of the year once the budget has been established;

- The number of representatives of Member States should be increased;

- Members of the governing board should guarantee the continuity of their mission of follow-up avoiding to delegate to substitutes during the meetings

- Corrective measure should be identified in order to limit the conflicts of interest and guarantee the independency of members. GB members should not receive funding by ICHCAP during their mandate. In general, ICHCAP has to avoid acting as a funding agency by privileging a country rather than another one and should organise activities directly in the Region by involving also NGOs and community representatives instead of institutional representatives. Our measures to prevent conflicts of interest should be discussed during next GB.

- New members should have a short induction in order to fully understand their duty.

Finally, it is strongly recommended to add an Advisory Committee including NGOs representatives, a representative of each sub-region and experts. The advisory committee will provide advice on the information and networking mission of ICHCAP. During interviews, everyone agreed on this point.

6. Information mission

As already said, ICHCAP should not focus on collecting and storing data, which is not under the Convention mandate. Rather, it is suggested to enhance the visibility of the Convention and increase the dissemination of ICH information in the Region through the following actions: publications and quarterly courier, multimedia productions, e-newsletter, website and meetings for presenting the convention and disseminating best practices, organize technical workshops/trainings to support data management.

7. Networking

In the next few years, networking should become a priority and actions in this direction should increase by guaranteeing an equal coverage of all five sub-regions. Considering the already mentioned difficulties in involving directly community members, it is recommended that ICHCAP identify focal points in every country (representatives of the main ICH institutions, experts and NGOs) who could be the bridge between ICHCAP and communities. It is also suggested to increment funding for translation that during the previous mandate has particularly facilitated building networks of cooperation among stakeholders in the region.

8. Relations with the UNESCO National Commission of Korea.

Interactions with the UNESCO National Commission of Korea should be more frequent and more interactive. The organisation of joint activities is also desirable.

4.3 Recommendations to UNESCO for improving the effectiveness of coordination and interaction with ICHCAP

Until now relationships between ICHCAP and UNESCO have not been fully satisfactory. Some challenges that concern all Category 2 centres have to be taken into account. As said, in the case of ICHCAP, the Korean CHA (and the Korean national congress) and UNESCO, seem to have different expectations from the Centre. This can generate often misunderstandings. Thus, ICHCAP has encountered several issues in building the autonomy expected from a C2C during the last five years. Yet, considering that ICHCAP has a very short life, this situation is expected to improve during the next cycle.

The following actions could be undertaken by UNESCO in order to improve the relationship with ICHCAP during the next cycle:

1. Positive and supportive feedbacks by UNESCO to ICHCAP. During these first years, UNESCO has been seen by ICHCAP principally as a source of criticism. This fact has generated several tensions. Even if UNESCO has already provided in previous years positive feedback especially through the representative of UNESCO in the Governing Board, it is recommended for the future, that UNESCO provides ICHCAP with positive and constructive feedback when their activities merit to be rewarded.

2. Internship of ICHCAP staff members in UNESCO offices. ICHCAP staff members should have the opportunity to spend periods of six months to one year in UNESCO field offices of the Asia and Pacific Region or at Headquarters. This would surely help them have a more comprehensive understanding of the 2003 Convention and of the mission of ICHCAP. Training could also be organised for all ICHCAP staff in order to build their capacities on the core concepts of the 2003 Convention.

3. Data flow from UNESCO website to ICHCAP website. It has been noticed that ICHCAP website includes several information copied from the official website of UNESCO, without necessarily making it clear. In order to avoid it, UNESCO could provide an official xml flow of data that could be published by ICHCAP. In this way, mistakes and misunderstanding can be avoided and ICHCAP can also enrich its website with useful information about the Convention and relevant information concerning ICH in the Asia and Pacific Region.

4.4 Recommendations for possible amendments to the Agreement

In order to facilitate the implementation of these recommendations and the relationships with all stakeholders, amendments to the Agreement are suggested. The majority of them are based on the integration of key parts of the Strategy for Category 2 Centres (37 C/Resolution 93) and of the Operational Directives.

1. Article 7 about functions.

We propose to modify the text as follows:

1.   The Centre shall specialize in **information and networking** and its objectives shall be to:

(a)   promote the UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage and contribute to its implementation in the Asia-Pacific region;

(b)   increase the participation of communities, groups and individuals in safeguarding ICH, and raise awareness of and ensure respect for ICH in the Asia-Pacific region;

(c)   enhance the capacity for safeguarding ICH in the Asia-Pacific region through coordination and dissemination of information;

(d)   foster regional and international cooperation for the safeguarding of ICH in the Asia-Pacific region.

2.   In order to achieve the above objectives, the specific functions of the Centre will be to:

(a)   establish a system to ensure effective sharing of information related to ICH safeguarding; this could include information about events, publications, institutions, civil society organizations, individual experts, etc.;

(b)   promote ICH information by producing and promoting on/offline ICH content to raise awareness about ICH safeguarding initiatives in the Asia-Pacific region

(c)   build, strengthen and maintain networks among concerned communities, groups and individual bearers of ICH, as well as relevant non-governmental organizations and civil society associations; and organize public events as appropriate;

(d)   build, strengthen and maintain networks to exchange information and knowledge concerning the safeguarding of ICH, among relevant actors and institutions, (such as academic institutions, community museums and cultural centres, archives, art institutions, UNESCO category 2 centres, individual experts, etc) and organize public events as appropriate.

3.   The Centre's activities and programmes shall be carried out in conformity with the 2003 Convention and, in particular, its purposes and objectives and definitions (Articles 1 and 2).

2. Article 8 about the Governing Board.

- Modify text of letter (e) of the point 1 as follows:

(e) a representative of the National Commission for UNESCO of the Republic of Korea and one other associated and cooperative organization of the Republic of Korea;

- Modify text of letter (d) of point 2 as follow:

(d) examine the annual reports submitted by the Director of the Centre, including the biennial self-assessment report of the Centre's contribution to UNESCO's programmes objectives;

3. Article 11 about the Duties of the Director.

- Modify text of letter (b) as follow:

(b) propose all the working documents of the Governing Board, including the draft work plan and budget, to UNESCO at least six weeks before the Governing Board meeting. The UNESCO will provide feedback within two weeks of receiving them. Finally, ICHCAP will submit to the Governing Board a final version of those documents at least two weeks before the meeting;

Changes at the Agreement have also to be integrated in the Constitution of Centre.

5 Annexes

Annex 1 – List of interviewees

Name	Role
Giovanni Scepi	Assistant Programme Specialist Programme Implementation Unit Intangible Cultural Heritage Section Division for Creativity - Culture Sector
Cécile Duvelle	Chief of Section Intangible Cultural Heritage Section Division for Creativity - Culture Sector
Hugues Sicard	Information Management Specialist Intangible Cultural Heritage Section Division for Creativity - Culture Sector
Frank Proschan	Former Chief of Section (until april 2015) Intangible Cultural Heritage Section Division for Creativity -Culture Sector
Tim Curtis	UNESCO Office in Bangkok - Chief of Culture Unit
Julien Glenat Nakata	UNESCO Office in Beijing - consultant until January 2015
Dawnhee Yim	Vice Chairperson, Former Governing Board Member of ICHCAP / Person that coordinated the feasibility study of ICHCAP
Kwang-Hee Kim	Team Manager, Korea Cultural Heritage Foundation
Byeongjin Yun	Secretary-General, International Mask Arts & Culture Organization
Elnura Korchueva	Kyrgyz Republic - Secretary-General, National Commission for UNESCO of the Kyrgyz Republic
Xu Rong	Director, International Training Centre for Intangible Cultural Heritage in the Asia-Pacific Region (CRIHAP), China
Akio Arata	Director, International Research Centre for Intangible Cultural Heritage in the Asia-Pacific Region(IRCI), Japan
Sun-Hwa RHA	Administrator, Cultural Heritage Administration of Korea
Shi Yung Ryu	Deputy Director, International Cooperation Division, Cultural Heritage Administration
Wiendu Nuryanti	Indonesia - Professor, University of Gadjah Mada - Department of Architecture and Planning
Gaura Mancacaritadipura	Indonesia - Expert Advisor, Ministry of Education and Culture
Hanhee Hahm	Professor of the Chonbuk National University / Contributor of the feasibility study
Kwon Huh	Director, ICHCAP
Seong-Yong Park	Assistant Director, ICHCAP
Boyoung Cha	ICHCAP (Information & Research Section Chief)
Sipiriano Nemani Ranuku	Fiji - Principal Policy and Conventions Officer, Department of National

	Heritage, Culture & Art
Kijong Park	ICHCAP (IT Management Section Chief)
Sun-Bok Choi	ICHCAP (Planning & Management Section Chief)
Deok-Soon Kim	ICHCAP (Cooperation & Networking Section Chief)
Weonmo Park	ICHCAP (Knowledge & Publication Section Chief)
Kyunghye Jung	Seoul Saenamgut ICH Safeguarding Association
Byungjae Kim	Dangjin ICH Safeguarding Association
Jadong Gu	Dangjin ICH Safeguarding Association
Daeyoung Go	Dangjin ICH Safeguarding Association
Kwi-Bae Kim	Chief, Culture and Communication team, Korean National Commission for UNESCO
Beatrice Kaldun	UNESCO Office in Dhaka - Director
Duong Bich Hanh	UNESCO Office in Hanoi - National Program Officer
Moe Chiba	UNESCO Office in New Delhi - Programme Specialist

List of interviewees that answered to the online survey

Name	Role
Sonam Tobgay	Bhutan -Project Manager, Research & Media Division, National Library & Archives of Bhutan, Department of Culture, Ministry of Home and Cultural Affairs
Chuchchai Gomaratut	Nepal - Section officer, Ministry of Home Nepal National Commission for UNESCO
Kushal Parkash	India - Senior Research fellow, Indira Gandhi National Centre for the Arts(IGNCA)
Galey Wangchuk	National Library & Archives of Bhutan, Bhutan
Cecilia V. Picache	National Commission for Culture and the Arts, Philippines
Norov Urtnasan	Foundation for the Protection of Natural and Cultural Heritage, Mongolia
Akatsuki Takahashi	UNESCO in Apia
Ananya Bhattacharya	Contact Base (banglanatak.com), India
Jawad Aziz	ESCO Office in Islamabad - Project Officer for Culture
	National Commission of the Republic of Uzbekistan for UNESCO
Sunny Ngirmang	Bureau of Cultural & Historical Preservation, Palau
Janet Blake	Faculty of Law, Shahid Beheshti University, Iran
Aikawa-Faure	Advisor for the Agency of Cultural Affaires, Government of Japan

Annex 2 - Questionnaires

General questions for all interviews

- Which kind of relationship do you have with the ICHCAP?

- Do you consider that ICHCAP respond to its objectives of information and networking?

- Do you consider that the ICHCAP fulfil its functions

- Do you know ICHCAP Annual Work Plans (AWPs)? If so, do you consider that ICHCAP activities are aligned with AWPs?

- Do you think that ICHCAP works efficiently? Are human and financial sufficient to achieve ICHCAP objectives?

- Do you think that executive committee and governing board are sufficient mechanisms of control?

- Does ICHCAP involve community (as defined in the 2003 UNESCO Convention) in an effective way? How could this be improved?

- Is language diversity managed in an efficient way?

- Do you think that the communication with ICHCAP is sufficient? Would you define it transparent?

- Please identify 3 ICHCAP strengths

- Please identify 3 ICHCAP weaknesses

- Is there anything that you would like to add

Additional questions for UNESCO Staff and UNESCO field offices

- Do you consider that the activities of the Centre contribute to UNESCO Strategic objectives?

- Do you work with other Category 2 centres? How do you evaluate ICHCAP compared to the others?

Additional questions for member state focal points

- What is the added value of ICHCAP for your country?

Additional questions for Governing board / executive committee

- Could you describe the decision making process related to ICHCAP

- Which is UNESCO role in ICHCAP?

- Could ICHCAP exist without UNESCO?

Additional questions for ICHCAP staff members

- How long have been working in the Centre? Which is your role? Which is your background (briefly)?

- Who are the members of the team and how they are selected?

- In your view which is the contribution of the Centre to the strategic programme objectives of UNESCO and the strategy for category 2 institutes and centres approved by the General Conference?

- What role does UNESCO play in ICHCAP?

- Could ICHCAP exist without UNESCO?

- How is communication between ICHCAP and member states? Any recommendation?

- How is communication between ICHCAP and other Category 2 Centres? Any recommendation?

- How ICHCAP fulfil its information mission? More in detail, how dissemination of information is organised? How could this be strengthened?

- How ICHCAP fulfil its networking mission? How could it be strengthened?

- How do you evaluate the new headquarters of ICHCAP?

Community/NGO

- Do you consider that ICHCAP is working with civil society as established by the Convention?

- How ICHCAP fulfil its information mission? More in detail, how dissemination of information is organised? How could this be strengthened?

- How ICHCAP fulfil its networking mission? How could this be strengthened?

Annex 3 - Online Survey

Name, organisation and country of the interviewee *

1) Do you collaborate with ICHCAP? *

Never 1 2 3 4 5 Often

Add comment

Provide some details about your interactions

2) Do you consider that ICHCAP responds to its objectives of information and networking? *

Strongly disagree 1 2 3 4 5 Strongly agree

Add comment

3) Do you consider that ICHCAP fulfil its functions? Notably building networks among concerned communities in order to reinforce transmission and dissemination of ICH? *

Strongly disagree 1 2 3 4 5 Strongly agree

Add comment

4) Do you think that ICHCAP works efficiently? Are human and financial resources sufficient to achieve ICHCAP objectives? *

Strongly disagree 1 2 3 4 5 Strongly agree

Add comment

5) Do you think that executive committee and governing board are sufficient mechanisms of control? *

Strongly disagree 1 2 3 4 5 Strongly agree

Add comment

6) Does ICHCAP involve community (as defined in the Convention) in an effective way? How could this be improved? *

Strongly disagree 1 2 3 4 5 Strongly agree

Add comment

7) Is language diversity managed in an efficient way? *

Strongly disagree 1 2 3 4 5 Strongly agree

Add comment

8) Please identify 3 ICHCAP strengths *

9) Please identify 3 ICHCAP weaknesses *

10) Do you consider that the action of the Centre supports the UNESCO Strategic objectives? *

Strongly disagree 1 2 3 4 5 Strongly agree

Add comment

11) Do you think that the communication with ICHCAP is sufficient? *

Strongly disagree 1 2 3 4 5 Strongly agree

Add comment

12) Do you work with other Category 2 centres? How is ICHCAP compared to the others?

13) Is there anything that you would like to add?

Annex 4 - Mission agenda

Time	Event	Detail
25th October 2015 (Sunday)		
07:20	Arrival	
09:30	Check in	Glad Yeouido Hotel
15:00 16:00	Preliminary Meeting (Director, Assistant Director, ICHCAP)	Glad Yeouido Hotel
26th October 2015 (Monday)		
10:00 12:00	Interviews	Hotel Executive Lounge (14F)
12:00	Lunch	
15:30 18:00	Interviews	Hotel Executive Lounge (14F)
18:00 20:00	Dinner	
20:00 21:00	Interviews	Hotel Executive Lounge (14F)
27th October 2015 (Tuesday)		
10:00 12:00	2015 ICHCAP Governing Board Meeting	Conference Hall, APCEIU
12:00 13:30	Official Lunch	Gyeongbokgung
13:30 14:00	Interviews	Meeting Room, APCEIU
14:00 16:30	2015 ICHCAP Governing Board Meeting	Meeting Room, APCEIU
16:30 17:30	Interviews	Meeting Room, APCEIU
18:00 19:30	Official Dinner	Glad Yeouido Hotel
20:30 21:30	Interviews	Hotel Executive Lounge (14F)
28th October 2015 (Wednesday)		
11:00	Check out	Glad Yeouido Hotel
11:00 15:00	Departure to Jeonju	
15:30 18:30	Interviews	ICHCAP Centre
18:30 20:00	Official Dinner	Hanok Vilage in Jeonju
29th October 2015 (Thursday)		
9:30 12:30	Interviews	ICHCAP Centre
12:30 14:00	Lunch	

14:30 18:00	Interviews	ICHCAP Centre
18:00	Dinner	
30th October 2015 (Friday)		
09:00	Check out	Lewin Hotel
9:30 11:00	ICHCAP Tour and Additional Interview	ICHCAP Centre
11:30 15:30	Departure to Seoul	
16:00 18:00	Interviews	Somerset Palace Seoul
31st October 2015 (Saturday)		
10:00 18:00	Preparation of the Final report	Somerset Palace Seoul
1st November 2015 (Sunday)		
		Somerset Palace Seoul
2nd November 2015 (Monday)		
06:00	Check out and departure	Check out
10:00	Departure ICH - Air France AF 267	

Annex 5 - Organisational Chart
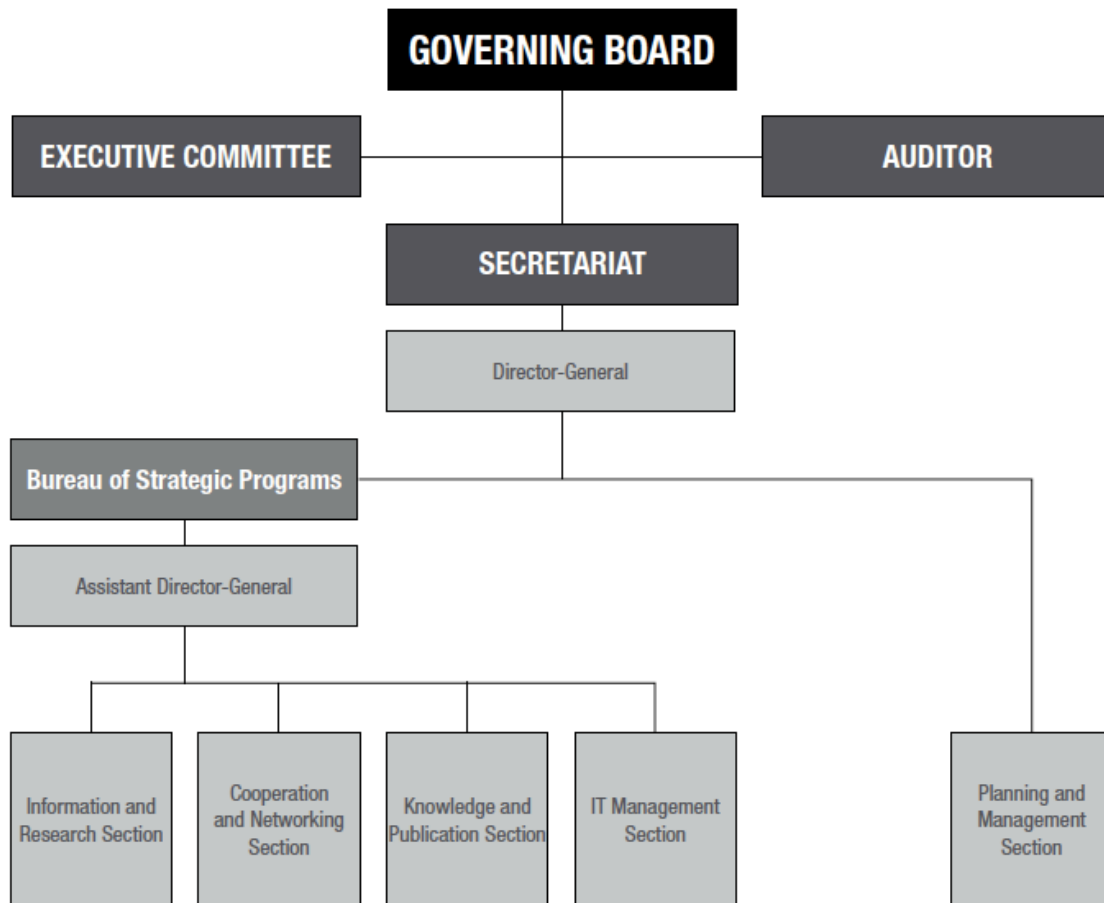
Governing Board

Ms. Sun-hwa Rha Ex Officio Member
Administrator, Cultural Heritage Administration of Korea
Chief Executive of ICHCAP (Chairperson)

Ms. Sung-ja Choi Nov 2013–Nov 2015
Chair, Committee for Safeguarding Intangible Cultural Heritage
Representative of Associated or Cooperative Organizations in the Republic of Korea (Vice Chairperson)

Mr. Timothy Curtis Ex Officio Member
Chief, Culture Unit, UNESCO Bangkok Office

Representative of Director-General of UNESCO

Ms. Elnura Korchueva Nov 2013–Nov 2015
Secretary-General, National Commission for UNESCO of the Kyrgyz Republic
Representative of UNESCO Member States

Ms. Wiendu Nuriyanti Nov 2013–Nov 2015
Former Vice Minister, Ministry of Education and Culture of Indonesia
Representative of UNESCO Member States

Mr. Sipiriano Nemani Ranuku Nov 2013–Nov 2015
Principal Policy and Conventions Officer, Dept. of National Heritage, Culture & Art, Fiji
Representative of UNESCO Member States

Mr. Johei Sasaki Ex Officio Member
President, National Institute for Cultural Heritage
Representative of UNESCO Member States

Ms. Ling Zhang Ex Officio Member
Former Vice Minister, Ministry of Education and Culture of Indonesia
Representative of UNESCO Member States

Mr. Daehyun Kim Ex Officio Member
Director General, Heritage Promotion Bureau,Cultural Heritage Administration of Korea
Representative of the Government of the Republic of Korea

Mr. Dong-gi Kim Ex Officio Member
Director General, Cultural Affairs Bureau, Ministry of Foreign Affairs, Republic of Korea
Representative of the Government of the Republic of Korea

Mr. Dong-seok Min Nov 2013–Nov 2015
Secretary-General, Korean National Commission for UNESCO
Representative of Associated or Cooperative Organizations in the Republic of Korea

Mr. Kwon Huh Ex Officio Member
Director General of ICHCAP

Executive Committee
Mr. Daehyun Kim

Director General, Heritage Promotion Bureau,
Cultural Heritage Administration of Korea
Ex Officio Member

Mr. Dong-gi Kim
Director General, Cultural Affairs Bureau, Ministry
of Foreign Affairs Republic of Korea
Ex Officio Member

Mr. Maeng-sik Choi
Director, National Intangible Heritage Center
Ex Officio Member

Mr. Dosik Seo
President, Cultural Heritage Foundation
Ex Officio Member

Ms. Sung-ja Choi
Chair, Committee for Safeguarding Intangible Cultural Heritage
Ex Officio Member

Mr. Kwon Huh
Director, ICHCAP
Ex Officio Member

Auditor
Mr. Doo-Soo Kim Nov 2011–Nov 2015
Certified Public Accountant, Shinjung Accounting Corporation

ICHCAP Staff by Section
Kwon Huh, Director
Seong-Yong Park, Assistant Director

Information & Research Section
Boyoung Cha, Chief
Jieun Jeong, Programme Officer
Heejin Park, Assistant Programme Officer
Taewon Kim, Project Consultant
Soyoung Min, Project Consultant

Cooperation & Networking Section
Deok-Soon Kim, Chief
Pil-Young Park, Programme Officer
Min Yung Jung, Programme Officer
Min Jung Kim, Programme Officer
Sun Young You, Project Consultant

Knowledge & Publication Section
Weonmo Park, Chief
Milee Choi, Programme Officer
Michael Peterson, Editor
Hajin Ryu, Project Consultant
Hyunseo Kim, Project Consultant
Bongsu Jeon, Project Consultant

IT Management Section
Kijong Park, Chief
Jimin Hwang, Assistant Programme Officer
Seul-Ki Ku, Project Consultant

Planning & Management Section
Sun-Bok Choi, Chief
Seung-Chul Bae, General Affairs Officer
Jung-seon Lim, General Affairs Officer
Nayoung Jung, Secretary to Director
Bora Kim, Assistant

Annex 6 - List of provided documents

Documents provided by UNESCO:

- The Executive Board and General Conference documents concerning the establishment of the Centre;
- The Agreement between the Government of the Republic of Korea and UNESCO concerning the establishment of the Centre, together with its amendment;
- The Medium-term Strategy 2008-2013 (34 C/4), Medium-term Strategy 2014-2021 (37 C/4), Approved programme and budget 2010-2011 (35 C/5), Approved programme and budget 2012-2013 (36 C/5) and Approved programme and budget 2014-2015 (37 C/5);
- Relevant correspondence concerning the cooperation between UNESCO and the Centre.
- Integrated comprehensive strategy for category 2 institutes and centres under the auspices of UNESCO (37 C/Resolution 93)
- Work plan for 2015 + Annex 1_Explanatory Notes on Revised 2015 Work Plan and Budget_27 March + Annex 2 Major Progress of the 2015 ICHCAP Project_27 March

Documents provided by ICHCAP:

- List of staff of the Centre
- List of focal points of Member States with contact information
- List of members of communities with contact information (1 contact for distance interview)
- Structure of the Information system of the website and of the database
- Statistics of the website (only last year)
- Report of the Third Annual Coordination Meeting Of Category 2 Centres Active In The Field of Intangible Cultural Heritage (Guiyang, China, 6 to 8 July 2015)
- Relevant correspondence
- Annual Reports (2011-2014)
- List of Key Publications (2011-2014)
- List of Donors and Partners (2011-2014)
- Account of networking achievements linked with other thematically related Category 2 Institutes or Centers and UNESCO's programs
- Minutes, decisions, and working documents of the Governing Board and Executive Committee meetings
- Report of support provided to or received from Member States
- Available audit and evaluation reports
- Financial reports (2011-2014)
- ICHCAP Promotion Video and Brochure
- Outcome Report for the Meeting on ICHCAP's Database Improvement Plan

- Information about the following projects: e-Knowledge Center; Central Asia-ICHCAP Cooperative Project.

Annex 7 – Governing Board sessions of ICHCAP and submission of working documents

GB session	Date of the GB	Date of submission of docs	Other info
First session	Monday 28 November 2011 from 10:30 to 12:15	The Agenda was sent on Thursday 24 November 2011 to Tim; annexed to the agenda there were some working documents. UNESCO staff from HQ was in Bali for the 6th session of the Intergovernmental Committee (from 22 to 29 November 2011) and couldn't give a feedback since those docs were sent too late.	UNESCO HQ was able to look at the documents only after the GB session. It was also impossible to coordinate between HQ and Bangkok Office on a common feedback.
Second session	Thursday 4 October 2012 from 15:30 to 17:00	The documents were sent on Monday 24 September 2012.	-
Third session	Monday 30 September 2013 From 14:00 to 18:00	The documents were sent on Tuesday 17 September 2013.	-
Fourth session	In the form of electronic consultation to adopt a Documentary resolution.	Revised 2014 work plan submitted on 11 April 2014 with very limited time to respond (DL: 25 April). A new version sent on 18 April. Feedback from UNESCO on 8 May.	Different versions of the revised workplan were circulated: a draft paper with Tim on 31 March 2014, a revised plan circulated on 11 April to Board Members, and another circulated to HQ by Mr Park on 18 April.
Fifth session	Tuesday 4 November 2014 Full day	2015 work plan submitted on 19 September 2014.	Feedback from UNESCO on 3 October and revised version received by ICHCAP on 23 October. However, the documents of the 5th GB were circulated to all the Members of the GB only on Thursday 30 October 2014. A revised workplan has been submitted on 27 March 2015.

Sixth session	Tuesday 27 October 2015 Full day	2016 work plan submitted on 14 October 2015	ICHCAP requested that UNESCO provides its feedback by Friday 16 October. The Executive Board of UNESCO was ongoing those days at HQ (till 22 October), therefore UNESCO was unable to undertake a serious assessment of the agenda and workplan proposed.

Annex 8 – Information about e-Knowledge Center

In December 2014, ICHCAP opened the e-Knowledge Center: ICHCAP Project Resources, a place where people can easily find and access digital contents on ICH. Ninety-three elements of Mongolian intangible cultural heritage, more than one hundreds ICH elements of diverse ethnic groups in the Philippines, and video, audio, and photos on heritage in the Ferghana Valley are currently on the site.

In the framework of the building the e-knowledge center project, ICHCAP repurposed materials collected through its past and ongoing projects as web contents. The eight projects that served as source materials were

- · ICH Safeguarding Efforts in the Asia-Pacific
- · Intangible Cultural Heritage of the Mongols
- · Pinagmulan: Enumeration from the Philippine Inventory of Intangible Cultural Heritage
- · Sounds from Mongolian Grasslands
- · Intangible Cultural Heritage Elements of Ferghana Valley
- · A Window into Intangible Heritage (online photo exhibition)
- · Magic Tour of World's ICH (animation)
- · Discourses on ICH Safeguarding Issues (reports of ICHCAP's conferences and meetings).

In each section, readers can explore various forms of ICH and ICH safeguarding activities of the countries that participated in the projects. The e-Knowledge Center currently hosts 708 documents (6,762 pages), 20 videos files (255 minutes), 170 audios files (574 minutes), 138 photographs, and 116 web texts.

Section/category	Relevant project	Contents	Format/quantity
ICH Safeguarding Efforts in the Asia-Pacific	Collecting Information on Intangible Cultural Heritage Safeguarding in the Asia-Pacific Region Project (2009-2013)	• Country reports (30 countries) • Summary reports (five regions)	348 document files (4,333 pages)
Intangible Cultural Heritage of the Mongols	2010 Korea-Mongolia Publication Project of ICH Guidebook	• Introduction on 93 ICH elements and relevant bearers in Mongolia	95 document files (272 pages)
Pinagmulan: Enumeration from the Philippine Inventory of Intangible Cultural Heritage	2012 Philippines-ICHCAP Publication Project of ICH Guidebook	• Introduction on 109 ICH elements in the Philippines - Oral traditions and expressions, Social practices/rituals/festive events, knowledge and practices concerning nature and the universe, and traditional craftsmanship	120 document files (289 pages)
Sounds from Mongolian Grasslands	2012 Mongolian-ICHCAP Cooperation Project on Safeguarding	• CD collection and handbooks on sound materials from the Institute of Language and Literature at the Academy of	2 document files (36 pages), 128 audio files

	ICH by Using Information Technology	Science in Mongolia - Epics, Tales & Legends, Benedictions, Odes, Folk Performing Arts, Shamanic and Buddhist Heritage, Folk Long Songs, Folk Short Songs, and Storytelling	(460 min.)
Intangible Cultural Heritage Elements of Ferghana Valley	2012 Uzbekistan-ICHCAP Joint Cooperation Project of Producing Digital Contents on ICH	• DVD/CD collection (audios, videos and photos) and handbooks on ICH in the Ferghana Valley - Oral traditions and expressions, Social practices/rituals/festive events, knowledge and practices concerning nature and the universe, and traditional craftsmanship	2 document files (116 pages), 10 video files (229 min.),
A Window into Intangible Heritage (online photo exhibition)	2013 Photo Exhibition	• Photos from the 2013 photo exhibition on the occasion of the tenth anniversary of the 2003 Convention	58 photo files 116 web text files
Magic Tour of World's ICH	2013 Developing ICH-Related Digital Contents Project	• Animation (five episodes)	10 video files (26 min.)
Discourses on ICH Safeguarding Issues	International conferences and expert meeting from 2009 to 2012	• 2009 Conference Report: Safeguarding of ICH – How to Apply Information and Networking • 2010 Expert Meeting Report: Safeguarding ICH and Intellectual Property: Trends, Tasks, and Challenges • 2011 Expert Meeting Report: Regional Collaboration for Safeguarding ICH in Asia and the Pacific: Tasks and Strategies • 2011 Conference Report: Building and Sharing ICH Information • 2012 Conference Report: Creative Value of ICH for Sustainable Development	143 document files (1,716 pages)

The e-knowledge center was created as a response to the need for publicizing the information collected through ICHCAP's projects. Also, ICHCAP decided to make a foundation for a user-centered information delivery system that provides specialized information for users who need in-depth information on specific ICH.

Through the project, ICHCAP expects to increase demand for ICH information, improve information access on ICH, and enhance the visibility on ICHCAP's activities by attracting the users' attention to ICH information.

The e-Knowledge Center is accessible at http://www.ichcap.org/eng/ek/index.php

Annex 9 – Information about Central Asia-ICHCAP Cooperative Project

Facilitating ICH Inventory Making and Using Online Tools for ICH Safeguarding in the Central Asian Region

Purpose

To build a foundation for information systems on ICH in Central Asia and ensure the implementation of the 2003 Convention

To raise awareness of general public on ICH in Central Asia through developing and publishing national ICH websites

Target: Kazakhstan, Kyrgyzstan, Tajikistan, and Uzbekistan

Contents

Organize a committee for implementing the project

Collect ICH information on ICH through onsite survey and develop a model online database program by ICHCAP

Input collected information into DB system in each country, and developed ICH website and prepared draft ICH related book

Partners: Kazakhstan National Commission for UNESCO and ISESCO; Kyrgyz National Commission for UNESCO; Odam va Olam (Tajikistan NGO in the field of ICH); Republican Scientific- Methodological Center for Folk Art under the Ministry of Culture and Sports of Uzbekistan

Outcomes and Significance

Prepared a precedent foundation for ICH safeguarding in Central Asian, including 1) organizing ICH committees, 2) promoting joining to the 2003 Convention, and 3) distributing the concept of ICH

Built a foundation for ICH information systems in Central Asian by using information and communication technology

Built a foundation for organizing and putting together ICH-related information scattered by domains, types, themes, etc.
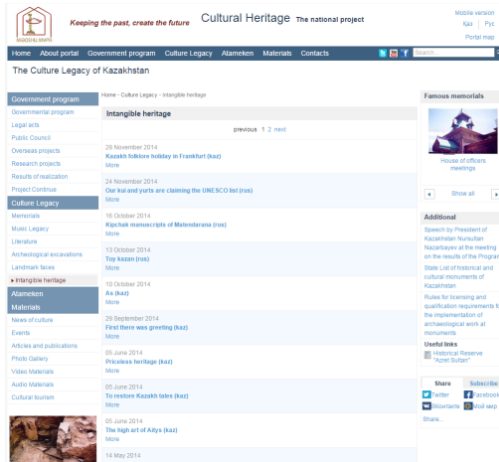
Strengthened cooperation among Central Asian countries through the joint project

Prepared draft ICH website and ICH inventory booklet in each country (Uzbekistan: 180 pages, Kazakhstan: 40 pages, Kyrgyzstan: 45 pages, and Tajikistan: 104 pages)

ICH websites

Kazakhstan ('ICH' section on a general website on cultural heritage)

http://www.madenimura.kz/en/culture-legacy/intangible-heritage/

'ICH' section on the website of the National Commission of the Republic of Kazakhstan for UNESCO and ISESCO

Kyrgyzstan http://unesconc.kg (under the National Commission for UNESCO)

Tajikistan http://www.odamvaolam.hol.es

*Tajikistan has implemented the project, targeting craftsmanship.

Uzbekistan http://ich.uz/en/

Annexe 10 - Terms of Reference

Call for proposal for the evaluation of the International Information and Networking Centre for Intangible Cultural Heritage in the Asia-Pacific Region (ICHCAP) UNESCO Category 2 Centre

United Nations Educational, Scientific and Cultural Organization

Closing date: 15 July 2015

TERMS OF REFERENCE

Background

Category 2 institutes and centres under the auspices of UNESCO form an important part of UNESCO's network and as a general rule represent an effective partnership model for UNESCO's programme delivery, significantly contributing to priority areas in UNESCO's fields of competence. Category 2 institutes and centres are intended to contribute to the achievement of UNESCO's strategic programme objectives and sectoral or intersectoral programme priorities and themes and to the attainment of programme results at the Main Lines of Action (MLA) level of the UNESCO programme and budget (C/5), whether through individual action, joint action with other category 2 institutes and centres or through joint implementation with the Secretariat. Category 2 institutes and centres can also play a considerable role in helping the Organization achieve programme objectives for which sectoral expertise or resources are not sufficient.

In order to enhance the operation and effectiveness of individual UNESCO category 2 institutes and centres, as well as the effectiveness of their network, a revised Integrated Comprehensive Strategy for institutes and centres under the Auspices of UNESCO, as contained in document 37 C/18 Part I and its annex, was approved by the 37th Session of the General Conference (37 C/Resolution 93). This strategy, among other elements, provides guidelines for renewal assessment procedures of category 2 institutes and centres.

Those guidelines provide that an agreement for the establishment of an institute or centre as a category 2 institute or centre is typically concluded for a definite time period, not exceeding six years. The agreement may be renewed by the Director-General, with the approval of the Executive Board, in the light of an evaluation of the activities of the institute/centre and of its contribution to the strategic programme objectives of the Organization and the aforementioned Integrated Comprehensive Strategy for category 2 institutes and centres.

The 35th session of the General Conference, in its 35 C/Resolution 51, approved the establishment in the Republic of Korea of the International Information and Networking Centre for Intangible Cultural Heritage in the Asia-Pacific Region (ICHCAP) (hereafter, 'the Centre'). The objectives of the Centre are to: (a) promote the UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage and contribute to its implementation in the Asia-Pacific region; (b) increase the participation of communities, groups and individuals in safeguarding ICH, and raise awareness of and ensure respect for ICH in the Asia-Pacific region; (c) enhance the

capacity for safeguarding ICH in the Asia-Pacific region through coordination and dissemination of information; (d) foster regional and international cooperation for the safeguarding of ICH.

In order to achieve the above objectives, the specific functions of the Centre are (a) to establish an information system to ensure effective management of ICH data through the construction of a database, support identification and documentation of ICH, conserve and digitize archival materials and support the development of metadata standards; (b) to make use of the accumulated information and data on ICH for the purpose of dissemination, produce and publish informational and promotional materials, and promote the protection of intellectual property rights of ICH practitioners and creators who are included in documentation and informational materials; (c) to build networks among concerned communities, groups and individuals to reinforce transmission and dissemination of ICH, organize public events and meetings at the regional and international level; (d) to strengthen international and regional networks to exchange information and knowledge concerning the safeguarding of ICH, particularly among ICH centres and institutes including those established under the auspices of UNESCO (category 2), as well as among individual ICH specialists.

Subsequent to the approval of the General Conference, an Agreement concerning the establishment of the Centre (hereafter, 'the Agreement') was signed between the Government of the Republic of Korea and UNESCO on 30 September 2010 and entered into force immediately (Article 18). UNESCO's assistance under the Agreement is fixed for a period of six years as from its entry into force. Sixteen Member States of the Asia and Pacific region have informed the Director-General of their interest in participating in the activities of the Centre, in accordance with Article 3 of the Agreement: Brunei Darussalam, China, Fiji, Indonesia, Japan, Kazakhstan, Malaysia, Nepal, Palau, Papua New Guinea, Philippines, Republic of Korea, Tajikistan, Tonga, Uzbekistan and Viet Nam.

Purpose

The main objectives of this evaluation are to assess the Centre's performance with respect to its objectives and functions, as specified in the agreement between UNESCO and the host Government, and its contribution to UNESCO's strategic programme objectives and sectoral or intersectoral programme priorities and themes. The findings of the evaluation will serve as the basis for the Sector Review Committee's recommendation to the Director-General as to whether the Agreement should be renewed. The Director-General will then provide the results of these evaluations, including the endorsement or rejection to renew a specific agreement to the Executive Board. The approval of the Executive Board will be required before the Director-General can proceed with the renewal of an agreement between UNESCO and the Government of the Republic of Korea.

The results of this evaluation will be shared with the Government of the Republic of Korea and the Centre, and presented to the Executive Board, as specified in the Integrated Comprehensive Strategy. They will also be made available on the website of the Section for Intangible Cultural Heritage.

Scope

In order to meet the purpose of the evaluation described above, the following parameters shall be considered by the expert(s) responsible for conducting the evaluation and writing a report that is consistent with UNESCO's reporting mechanisms:

a) Whether the activities effectively pursued by the Centre are in conformity with its functions and as specified in the aide-memoire and agreement signed between UNESCO and the Government of the Republic of Korea;

b) The relevance of the Centre's programmes and activities to achieving UNESCO's strategic programme objectives and sectoral or intersectoral programme priorities and themes, as defined in the Organization's Medium-Term Strategy (C/4), and to attaining programme results at the Main Lines of Action (MLA) level, as defined in the Organization's Approved Programme and Budget (C/5);

c) The effectiveness of the Centre's programmes and activities to achieving its stated objectives, as defined in the Agreement;

d) The quality of coordination and interaction with UNESCO, both at Headquarters and in the field, with regard to planning and implementation of programmes, as well as with other thematically-related category 2 institutes or centres, with regard to planning and implementation of programmes;

e) The quality of relations with ICHCAP Member States, including its focal points, government agencies and UNESCO National Commissions, and with public or private partners and donors;

f) The nature and quality of organizational arrangements, including management, governance and accountability mechanisms;

g) The human and financial resource base and the quality of mechanisms and capacities, as well as context-specific opportunities and risks for ensuring sustainable institutional capacity and viability;

h) The process of mobilizing extrabudgetary resources and to what extent such extrabudgetary funding is aligned to the strategic programme objectives of UNESCO.

In addition to the findings on each topic, the expert(s) shall offer four types of recommendations:

1) a general recommendation whether renewal of the Centre's status as a category 2 institute is warranted and would conform to the Integrated Comprehensive Strategy;

2) specific recommendations to the Centre for improving the effectiveness of its operations;

3) specific recommendations to UNESCO for improving the effectiveness of its coordination and interaction with the Centre;

4) specific recommendations for possible amendments to the Agreement, in the event it is to be renewed.

Methodology

The evaluation of the Centre will include:

- A desk study of relevant documents, provided by the Centre and UNESCO Secretariat;

- A visit to the Centre, including interviews with the Centre's management and staff;

- Interviews (telephone, online and/or via e-mail) with the Centre's stakeholders, collaborators, and beneficiaries as well as UNESCO staff concerned;

- Preparation of the evaluation report.

Roles and responsibilities

The evaluation will be conducted by a team comprising one or two independent experts. Local travel, materials, secretarial support and office space will be provided by the Centre during the field visit. The evaluator(s) will be responsible for telecommunications and printing of documentation.

The UNESCO Culture Sector will facilitate and oversee the evaluation process, to the extent possible, by providing any relevant information, and will be responsible for evaluating and approving the final report.

Background documents

UNESCO shall make the following documents available to the evaluation team in electronic form:

- The Executive Board and General Conference documents concerning the establishment of the Centre;

- The existing Agreement between the Government of the Republic of Korea and UNESCO concerning the establishment of the Centre, together with its amendment;

- The Medium-term Strategy 2008-2013 (34 C/4), Medium-term Strategy 2014-2021 (37 C/4), Approved programme and budget 2010-2011 (35 C/5), Approved programme and budget 2012-2013 (36 C/5) and Approved programme and budget 2014-2015 (37 C/5);

- Relevant correspondence concerning the cooperation between UNESCO and the Centre.

The Centre shall make the following documents available to the evaluation team in English, in electronic or paper form:

- Annual progress reports;

- Financial reports;

- List of staff;

- List of key publications;

- List of donors and project partners;

- Minutes, decisions and working documents of the Governing Board and Executive Committee meetings;

- Report of support provided to or received from Member States;

- Available audit and evaluation reports;

- Account of networking achievements linked with other thematically related category 2 Institutes or centres and UNESCO's programmes.

Draft evaluation report

A draft report will present findings, conclusions and recommendations, with a draft executive summary. The UNESCO Culture Sector, the Government of the Republic of Korea and the Centre itself will have the opportunity to comment and give feedback to the evaluation team.

Final evaluation report

The final report (max. 20 pages, excluding annexes) should be structured as follows:

- Executive summary (maximum four pages);

- Introduction (background, purpose and scope)

- Methodology;

- Findings;

- Recommendations (as described above);

- Annexes (including interview list, data collection instruments, key documents consulted, Terms of Reference).

The language of the report shall be English.

Evaluation team

The evaluation team will consist of one or more independent experts/evaluators. A single proposal/expression of interest must be submitted on behalf of the team, whether it is one or several persons, and a single contract will be executed.

Qualifications:

- At least 7 years of professional experience in research and/or capacity-building in the field of cultural heritage, cultural diversity, intangible heritage, intercultural dialogue, cultural policies or culture and development;

- At least 7 years of professional experience in policy and programme evaluation in the context of international development;

- Fluency in English (written and spoken);

- Knowledge of the role and mandate of UNESCO and its programmes.

Schedule

The evaluation shall be completed no later than **30 November 2015.**

The schedule for the evaluation is as follows:

- A desk study of background documents (to be completed prior to the visit to the Centre);

- A mission to visit the Centre;

- Submission of the draft evaluation report no later than **15 October 2015;**

- Submission of the final evaluation report no later than **30 November 2015.**

The date of the mission to the Centre will be defined by UNESCO in coordination with the Centre and taking into account the Evaluators' availability.

Submission of proposals/expression of interest

Interested candidates should submit their applications in English, consisting of:

1. Curriculum vitae of expert(s)/evaluator(s) and, if applicable, a company profile;

2. Letter expressing interest and clearly identifying how the candidate/candidate team meets the required skills and experience;

3. An approach and methodology for the assignment, a Workplan and comments on the Terms of Reference if any (in brief).

4. A total cost (quoted in US dollars), distinguishing the fees for services from the travel expenses, with a breakdown of the cost and number of work hours required for each phase of the schedule.

Applications should be submitted no later than **15 July 2015**, midnight (Paris time) to the Conventions Common Services unit, Culture Sector (cultureC2C@unesco.org). Please note that applications submitted through other channels will not be considered. Selection will be made on the basis of best value for money.